



CLASSIFIED EMPLOYEE PAY FOR PERFORMANCE PROGRAM

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C. Michele Haney, President

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MORGAN COMMUNITY COLLEGE CLASSIFIED PERFORMANCE PAY PROGRAM AND PROCEDURES

OVERVIEW AND PURPOSE:

The Morgan Community College performance pay program for Classified employees is developed in accordance with CRS 24-50-104(1)(c) (IV), enacted by the Colorado General Assembly as part of SB 00-211. The purpose of this Program is to promote employee excellence at Morgan Community College. This Program was developed using guidance from Department of Personnel & Administration and Community Colleges of Colorado and input from a working group made up of classified employees and classified supervisors as selected by the classified staff of MCC.

Performance management refers to the whole process of bringing out the best efforts of people and directing those efforts toward meeting the goals of the College. There are two primary components of Pay for Performance. The first is performance management and the second is performance-based pay. (adjusting pay increases more directly tied to the employee's level of demonstrated performance). Two factors are critical throughout the performance management process: *communication* between supervisor and employee, and *documentation of planning, reviewing, and evaluating*. Morgan Community College will require employees and supervisors to work *collaboratively* on performance planning and evaluation.

PERFORMANCE MANAGEMENT:

Employee performance evaluation is the process of assessing and summarizing the work performance of an employee. Each classified employee must receive a written performance evaluation at least annually.

EVALUATION PERIOD

All employees will be evaluated using the period from April 1st to March 31st of each fiscal year. Completed evaluations need to be turned in to Human Resources no later than March 31st.

EVALUATION TOOL

All employees will be evaluated using the MCC Classified Performance Planning and Evaluation Form. (See attachment). The evaluation process and tool will contain the Uniform Statewide Core Competencies as defined by the State Personnel Director upon which all employees will be evaluated. Performance will be rated using four levels as defined in the Program. Although the supervisor is ultimately responsible for developing an employee performance plan within established guidelines, the supervisor and employee need to work together to develop it and complete all 3 phases of the evaluation process including planning, progress review, and the year-end evaluation. This includes determining major job duties, goals, and expectations which align with both departmental and MCC goals. The progress review phase should be used to provide documentation of required coaching and feedback between the employee and the supervisor. This will allow the employee and supervisor to communicate regarding performance expectations and goal completion. Coaching and feedback should be continuous throughout the evaluation period. Multi-source assessment processes for evaluation of staff may be used during the process when appropriate. Teamwork may be used as a measure in an employee's individual performance plan.

REVIEW OF EVALUATION BY HIGHER LEVEL

Employees will be evaluated annually and rated based on their performance. The supervisor's evaluation of the employee's performance must be reviewed and signed by the next higher level supervisor prior to reviewing it with the employee to monitor the quality and consistency of performance ratings within the department before final overall ratings are provided to employee. No quotas or forced distribution processes will be established.

SUPERVISOR RESPONSIBILITY

The supervisor is responsible for planning and evaluating an employee's job performance. If the supervisor fails to plan and/or evaluate an employee's job performance, a reviewer (usually the next level supervisor) is responsible for completing the plan or evaluation. If the reviewer fails to plan or evaluate in a timely manner, the reviewer's supervisor is responsible for completing the plan/evaluation. This process continues up the chain of command to the President of the College until the plan/evaluation is completed as required by law. All supervisors will have a provision in their evaluation process that includes the effectiveness of their evaluation of their subordinates. All supervisors are subject to the sanctions imposed by CRS 24-50-118 (requirement for increments of 5-day suspension) for a supervisor's failure to plan or evaluate their staff in a timely manner. In addition, classified supervisors who do not complete timely plans and evaluations are not eligible for performance salary adjustments.

PHASE ONE - PLANNING

Performance Plans are to be completed collaboratively by the employee and supervisor and turned in to Human Resources no later than April 15th. For new employees, the performance plan is to be completed within 30 days of hire. A concerted effort will be made on the part of all supervisors to align employee plans to goals and objectives of Morgan Community College.

The Supervisor will complete the information required on the first page in the shaded area.

At the beginning of the evaluation period, the supervisor and employee will meet and collaboratively determine the factors on which the employee will be evaluated and rated for that evaluation cycle. This meeting will include the discussion of the Uniform Statewide Core Competencies (mandated and determined by the State Personnel Director), and the discussion and establishment of major job responsibilities and goals and the importance of each to the overall evaluation.

In addition, at the beginning of the planning phase, the employee and supervisor will review the Position Description Questionnaire (PDQ). The PDQ should reflect the current duties and responsibilities of the position and any modifications should be discussed at this time.

Uniform Statewide Core Competency Factors

Each employee will be evaluated on the Uniform Statewide Core Competency factors: Communication, Interpersonal Skills, Customer Service, Accountability, and Job Knowledge.

Duties and Goals Factors

The employee and supervisor will list up to five major job duties AND list up to five goals for which the employee is responsible. Individual goals should be aligned with departmental and college goals and objectives as well as encourage the employee's professional growth.

Supervisor Planning Comments

The supervisor is required to complete "Supervisor Planning Comments" on the last page. Both the employee and supervisor will sign in the space provided in the "Supervisor Planning Comments" section to indicate agreement of the plan. A copy should be made for the employee.

PHASE TWO - PROGRESS REVIEWS

The supervisor and employee will meet to discuss the employee's performance, to determine whether any part of the performance plan needs to be revised, and to discuss the employee's performance in relation to the factors on which the employee will be evaluated. In addition, the supervisor shall provide ongoing coaching and feedback throughout the year.

Supervisor Progress Review Comments

The supervisor will complete the "Supervisor Progress Review Comments" section on the last page. The supervisor and the employee will sign in the space provided in the "Supervisor Progress Review Comments" section to indicate that the progress review has taken place.

All progress review sessions must be completed and the Performance Planning and Evaluation Form signature page shall be submitted to Human Resources by October 31st of each fiscal year or more often as deemed necessary by the supervisor.

PHASE THREE - YEAR-END EVALUATION

The year-end evaluation shall be in written form and completed for a period of April 1st through March 31st of each year and more often if deemed necessary by the supervisor. If a supervisor has an employee with three months or less experience in a position, an abbreviated overall rating is allowed based on the employee's performance to date. If an employee moves to a position under another appointing authority, supervisor or department during a performance cycle, an interim overall evaluation shall be completed and delivered to the new appointing authority or department within 30 days of the effective date of the move. Internally, the supervisor must also submit the interim overall evaluation to Human Resources within 30 days of the effective date of the move. The employee's final overall evaluation rating will determine the percentage of salary amount of a performance salary adjustment.

The supervisor will meet with the employees as part of the evaluation process to discuss results over the performance cycle. Both the employee and supervisor should prepare for this meeting. Given coaching and feedback throughout the cycle, there should be no surprises. The final overall rating is not given at this time. The supervisor should consider all information with a recommended rating and provide the form to the next level reviewer.

Review of evaluation by higher level

The next level supervisor will review the employee's evaluation. This is to be accomplished before the final evaluation is given to the employee by the immediate supervisor.

RATINGS

The supervisor will complete the rating of each factor using one of the following defined rating levels:

Level 4 - Meritorious

This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

Level 3 – Exceeds Expectations

This rating level encompasses the accomplished performers who consistently exhibit the desired competencies effectively and independently while frequently exceeding expectations, standards, requirements, and objectives of the job assigned. Their work has a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Level 2 – Fully Competent

This rating level encompasses a range of expected performance. It includes those employees who exhibit competency in the work behaviors, skills, and assignments for the job as well as those employees who are successfully developing in the job. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, may exceed them. This is the employee who reliably performs the job assigned.

Level 1 – Needs Improvement

This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations

Marginal performance requires substantial monitoring to achieve consistent completion of work, and requires more constant, close supervision. Though these employees do not meet expectations, they may be progressing satisfactorily toward a level 2 rating and need to demonstrate improvement in order to satisfy the core expectations of the position.

Supervisor Comments For Each Rating

Supervisors are encouraged to write comments to justify each rating assigned to each factor. If any of the uniform statewide core competencies, job duties, or goals factors are rated “Level 1, Needs Improvement” or “Level 4, Meritorious”, the supervisor shall explain the reason for the rating in the comments section for that individual factor.

Level 1, Needs Improvement Rating

An overall rating of Level 1, Needs Improvement will result in a performance improvement plan or a corrective action with a reasonable time to improve. If performance is still unsatisfactory at the time of re-evaluation under a corrective action, disciplinary action may be taken. A performance improvement plan is not a corrective action and cannot be considered in corrective or disciplinary actions.

A performance improvement plan should include the following components:

- a. Supervisor and employee meeting to agree to developmental areas
- b. A specific statement outlining the unacceptable performance
- c. Specific performance changes (for both supervisor & employee)
- d. Expected deadlines for performance changes
- e. Dates for follow-up meetings to review progress
- f. Consequences for failure to improve (i.e. corrective action)

Supervisor Completes Overall Evaluation Section

The supervisor will complete the “Overall Evaluation Section” on the last page, and the “Supervisory Overall Evaluation Justification for the Rating”. The supervisor should sign the form.

Review By Next Level Supervisor

The supervisor shall obtain the signature of the next level supervisor prior to releasing the evaluation and rating to the employee. The Supervisor will then meet with the employee to discuss the evaluation. The employee should sign the form. The employee may also complete the “Comments from Employee” section on the last page.

Default Rating

If the employee has no plan and/or no evaluation, the employee will receive a default rating of “fully competent”. The default rating is given until the employee is given a final evaluation.

CUSTODIAN OF RECORDS

The Human Resources Office shall be the official custodian of the Performance Evaluation forms. The *original completed, signed* Performance Planning and Evaluation Form will be sent to Human Resources on or before March 31st. All evaluations will be placed in each individual personnel file for record keeping purposes. The supervisor and employee should keep a copy of the completed Performance Planning and Evaluation Form.

EMPLOYEE DISAGREEMENT WITH PLAN OR EVALUATION

If the employee disagrees with the performance plan or evaluation, he/she should discuss the problem with the immediate supervisor. The employee may express the disagreement in the "Comments from Employee" section or attach a separate sheet of paper which shall be kept with all copies.

If the employee refuses to sign the evaluation, the supervisor should so note and indicate the date the employee refused to sign. This notation should be on the line designated for the employee signature.

BUDGET ALLOCATION AND PERFORMANCE SALARY ADJUSTMENT DISTRIBUTION:

Morgan Community College's Performance Salary Adjustment decisions are separate, but directly linked to, the performance evaluations.

ALLOCATION

Subject to the provisions of P-3-18, prior to the payment of annual performance salary adjustments, the Director shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay funding.

Allocation of performance salary adjustments will come from a pool of funds referred to as the merit pool. The merit pool will be calculated based on a figure or formula provided by State Board for Community Colleges and Occupational Education (SBCCOE), Community Colleges of Colorado (CC of C), Joint Budget Committee (JBC), or the appropriate regulatory agency.

The President and Appointing Authority are responsible for determining equitable allocation and overseeing the quality of the performance pay program.

PERFORMANCE SALARY ADJUSTMENT ELIGIBILITY

Any permanent employee is eligible for an annual performance salary adjustment, except as provided below. All performance salary adjustments are effective on July 1. The adjustment is based on the final overall rating. The employee must be employed on July 1 to receive payment of an adjustment. The employee's current department as of July 1 is responsible for payment of the adjustment. Length of State service and source and method of funds are not factors considered in determining performance salary adjustments.

- a. If the final overall rating is excellent, the adjustment to base pay shall not exceed the grade maximum. Any portion of the adjustment amount that exceeds grade maximum shall be paid as a one-time lump sum in the July payroll. The statutory lid does not apply to any non-base building portion of the adjustment.
- b. If the final overall rating is not excellent, the adjustment cannot exceed the grade maximum. If base pay is at grade maximum or in saved pay above the maximum, the employee is not eligible for a performance salary adjustment.
- c. If the final overall rating is needs improvement, the employee is not eligible for an annual performance salary adjustment.
- d. An employee granted an annual performance salary adjustment shall not be denied the adjustment because of a corrective or disciplinary action issued for an incident after the close of the previous performance cycle.
- e. Base building adjustments are permanent and paid as a regular salary.

TIMING OF PERFORMANCE SALARY ADJUSTMENT PAYMENTS

- Base building performance salary adjustments will be spread evenly over the performance salary adjustment period and paid as part of the monthly salary.
- Base building performance salary adjustments are applied after any salary survey adjustment and in accordance with P-3-7.
- For Level 4, Meritorious employees, non-base building performance salary adjustments will be paid in one-time lump sum amount on the July payroll.
- Non-base building performance salary adjustments must be re-earned annually.
- Performance salary adjustment payouts for new hires shall be prorated based on the date of hire, specifically 1/12 of the full performance salary adjustment for each month worked.

NOTIFICATION OF PERFORMANCE SALARY ADJUSTMENTS

- Written notice of performance salary adjustments will be provided to the employee by July 1st of each year subject to budget allocation.

REPORTING REQUIREMENTS

- Morgan Community College will comply with the reporting requirements as specified by the State Personnel Director.

DISPUTE RESOLUTION PROCESS:

- The Community Colleges of Colorado will utilize one common dispute resolution process. (See Dispute Resolution Process attached).

TRAINING AND COMMUNICATION:

Training efforts have been coordinated with Department of Personnel & Administration Training Division. Classified employees and supervisors underwent approximately eight hours of training on the Colorado Performance Pay System by a DPA professional trainer in 1999 and 2002. Training focused on the pay for performance policies and processes, performance management, performance based pay and dispute resolution.

Morgan Community College will continue to provide mandatory training to both employees and supervisors to keep current on the Program. The orientation program will include pertinent information on aspects of the performance pay program including supervisor and employee roles and responsibilities under the performance pay program. Employees will be informed of the Pay for Performance Program from meetings, training, and e-mail communications.

PROGRAM EVALUATION:

This Program will be evaluated and may be modified as deemed necessary. Modifications may be made due to changes in state guidelines and System guidelines. Final recommendations will be submitted to the Appointing Authority and President.

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